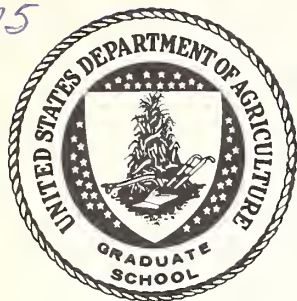


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Newsletter

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CURRENT SERIAL RECORDS

CALENDAR OF EVENTS

April 1968

May 7, 1968

Monthly Faculty Luncheon
12:15 p.m. Rm 6962 South Building

MESSAGE FROM THE DIRECTOR

May I express my appreciation to all of you for making my sabbatical leave possible. I am especially indebted to Edmund N. Fulker, acting in my absence. Each Graduate School staff member seems to have made supreme effort to keep everything going as usual, or better. I plan to share some of our world trip experiences and observations at the next Faculty Luncheon, May 7. Hope you can be with us.

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MANAGEMENT'S SELF-INFLICTED WOUNDS

"You can be a better boss one hour from now," our April luncheon speaker told a capacity crowd of faculty members and guests.

The speaker was Dr. Charles F. Austin, Associate Professor of Organizational Behavior and Business Administration, American University, and teacher of one of our Special Program (day) courses, "Human Factors in Organizations."

With slides, sound effects, and a highly entertaining talk, Dr. Austin set about proving his point by inviting the luncheon guests to examine their own "self-inflicted wounds."

By that, he explained, he meant the difficult task of self-analysis, via a process of seeing whether or not you fit into various categories of "boss-types."

"Are you, for instance," he asked, "a 'Total Manager' -- one who never passes along a memo without making changes? If so, you have a self-inflicted wound."



Other "boss-types" the speaker identified included:

The Crisis Manager -- one whose jobs are never completed before the deadline.

The Parochial Manager -- one who does not understand the workings of other divisions in his organization.

The No-Decision Boss -- one who can't or won't make a decision. If he delays long enough, time itself eliminates all courses of action but one.

The Boss Who Strains Out Gnats But Swallows Camels -- in other words, the "Nitpicker" boss who is so concerned with details that he doesn't have time for major issues.

The Boss Who Does Not Want Conflict -- one who believes that disagreement, or conflict, among the staff is bad -- that they should settle everything among themselves.

The Witch-Hunter Boss -- one who must have a fall guy or whipping boy, who thinks when anything goes wrong, he must pin the blame on someone.

The Quick-to-Criticize - Slow-to-Praise Boss -- one who believes that a good subordinate neither deserves nor expects praise, whose employees do not know whether or not their on-the-job performance meets with their boss' approval.

The Starve-the-Grapevine Boss -- one who believes he can and should prevent information (particularly that about any changes) from reaching and flowing through the organization's grapevine.

Dr. Austin's book, "Management's Self-Inflicted Wounds," which describes these, and many other, types of bosses, provides means through which the reader can test himself for such behavior, and prescribes treatment for the "wounds," is available through the Graduate School Bookstore.

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COLLEGE-LEVEL EXAMINATION PROGRAM

The College-Level Examination Program, through which college credits may be granted through the process of examination, only, has special relevance for Graduate School students (and faculty members, too!). The Program is conducted by the College Entrance Examination Board. American University is currently the only local institution participating in the program (granting such credits toward a degree). American University is also the place where the examinations are given locally. Further information may be obtained through the American University admissions office.

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WELCOME BACK

We welcome back to the fold, in a sense, Dr. Eldon L. Johnson, a former Director of the Graduate School and now Vice-President of the University of Illinois. Dr. Johnson was one of those named recently to a "Joint Committee of the Department of Agriculture and Land-Grant Universities on Education for Government Service." The Joint Committee serves as a liaison to provide effective communications between educators who train students for Government service and administrators of the USDA agencies employing the graduates.

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QUOTE

From a recent newsletter published by the College of Education, Ohio State University:

"The simple role of the teacher as a presenter, an explainer, a tester of information has shifted to a more complicated one. A complex world requires a complex instructional program to meet and match it.

"Nobody wants to be a nobody, everybody wants to be a somebody. Everybody wants other people to know who they are, to see and learn their name before it appears in an obituary. They want to have power, and in today's world you can't have power unless it is based on education. Therefore the teacher can play a key role by using his power to help other people get power -- the power to read, write, look, listen, judge, think, criticize, act. In this way the teacher can help others achieve the disciplined power needed to take care of their own lives. His role is to help others find their role, become independent of the teacher."

-- Edgar Dale

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FACULTY NOTES

Glenn Wagner, who teaches a Graduate School course - "Essentials of Good Office Management," recently received his MA Degree in Political Science from Syracuse University. Congratulations Glenn!


John B. Holden
Director.

